# Community Living British Columbia

## 2011/12 - 2013/14 Service Plan

February 15, 2011

COMMUNITY LIVING
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# Letter from the Board Chair to the Minister Responsible

February 15, 2011

The Honourable Kevin Krueger
Minister
Ministry of Social Development
Province of British Columbia

Dear Minister Krueger,

On behalf of the Board of Directors of Community Living British Columbia (CLBC), I am pleased to present our 20011/12 – 2013/14 Service Plan. CLBC is committed to providing high quality, sustainable supports and services; however, we also recognize that government alone cannot meet the needs of all people with a developmental disability in British Columbia who require our support or services.

CLBC continues to be challenged to meet a growing demand for services due to population growth and increased awareness and identification of those needing support. Individuals with disabilities are ageing, leading to complex support needs. Families and other caregivers are also ageing, placing further stress on the system.

During the next three years, CLBC will focus on refining its policies and practice approaches to build a more resilient and sustainable service delivery system. Key elements will include making investments in preventative services and in building family capacity and resiliency.

We recognize the need to better leverage funding already committed to CLBC by Government. By expanding our network of partnerships to include people and organizations not traditionally associated with the community living sector, we will create new opportunities for innovative and sustainable service delivery.

In 2011/12, CLBC will address the challenge of growing demand by continuing to review existing service commitments and delivery methods. Our goal is to identify innovative, cost effective approaches that closely align the funding of services to each person's disability-related needs. This will be supported by implementing a contract management system and monitoring framework that will help ensure value for money spent.

Denise Turner,
CLBC Board Chair.

This approach will continue to be supported by the use of innovative payment methods such as individualized funding and direct payments which research shows can lead to more responsive, cost effective services.

Enhancements made to our information management system have helped with tracking and reporting cost effective options and this work will continue. Improvements will also be made to community crisis response networks to help with early identification, crisis prevention and crisis avoidance.

CLBC is committed to strengthening collaborative relationships with its government partners. Cost sharing agreements exist with the Ministry of Health Services where there is a joint mandate. A major initiative underway with the Ministry of Social Development (MSD) is helping adults with developmental disabilities find employment.

The most significant issue that CLBC faces in the next year is maintaining community support for the scope and pace of change now underway in the community living sector. CLBC is committed to working with stakeholders to address their questions and concerns about service delivery issues in a timely manner and obtaining feedback prior to making needed operational changes.

Led by an Aboriginal Advisor, CLBC is working with Aboriginal leaders and communities to raise awareness about CLBC and to identify culturally appropriate ways of meeting the needs of Aboriginal people who are eligible for CLBC supports and services.

Our Community Councils focus on collaborating with community partners to support full participation of people with developmental disabilities in their communities. This aligns with CLBC's vision of adults with developmental disabilities living good lives in welcoming communities.

An Advisory Committee to the CLBC Board of Directors, made up of people with developmental disabilities and family members from the Community Councils, makes recommendations that assist the Board with governance and decision-making. CLBC also obtains community input on important policy and operational issues using various working groups.

CLBC supports the provincial Government's efforts to reduce greenhouse gas emissions. Our Go Green Committee will continue to work with field staff to identify ways to help CLBC become carbon neutral.

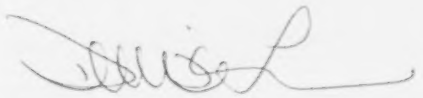
The Board believes the necessary foundation for a responsive and sustainable service delivery system has been established. We are confident that together, our skilled and committed staff, dedicated volunteers and many community and Government partners, will achieve the objectives set out in this Service Plan.

## Accountability Statement

The 2011/12 - 2013/14 CLBC Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. The plan is consistent with Government's strategic priorities and fiscal plan. I am accountable for the contents of the plan, including what has been included in the plan and how it has been reported.

All significant assumptions, policy decisions, events and identified risks, as of February 15, 2011, have been considered in preparing the plan. The performance measures presented are consistent with CLBC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of CLBC's operating environment, forecast conditions, risk assessment and past performance.

Yours truly,



Denise Turner
Chair, Board of Directors
Community Living British Columbia

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# Community Living British Columbia: Organizational Overview

Community Living British Columbia (CLBC) is a crown agency that funds supports and services that meet the disability-related needs of two groups of eligible individuals and their families in British Columbia.

- Adults with a diagnosis of developmental disability. Criteria include age of onset, intellectual functioning and adaptive behaviour
- Adults who have a diagnosis of fetal alcohol spectrum disorder or autism spectrum disorder (also known as pervasive developmental disorder) and significant limitations in adaptive functioning. This relatively new program known as the Personalized Supports Initiative began on February 1, 2010

This 2011/12 – 2013/14 Service Plan sets out CLBC's plans for the next three years to fund and manage supports and services within available resources.

The plan details how CLBC will be accountable for its performance by outlining strategies it will use to achieve its goals and identifying how progress will be measured.

Development of this Service Plan has been guided by:

- CLBC's Board of Directors and senior management team
- Crown Agencies Resource Office *2011/12 – 2013/14 Crown Corporation Service Plan Guidelines*
- *Shareholder's Letter of Expectations* provided to CLBC by the Minister of Social Development as the Minister responsible
- Accountability and performance framework documents developed and approved jointly by MSD and CLBC

## Enabling Legislation and Mandate

CLBC's mandate is set out in the *Community Living Authority Act* and includes developing operational policies, ensuring standards are met and managing funds and services to address the needs of eligible adults. CLBC is accountable to the Legislature through the Ministry of Social Development (MSD), which is responsible for funding, setting and communicating Government's mandate, policy and priority direction to CLBC, and overseeing the organization's performance.

Laura and Jerry Laidlaw

## Vision, Mission and Values

CLBC's vision is one of full citizenship in which adults with developmental disabilities lead good lives, enjoy rich relationships with family and friends, are employed, have financial security, choose how they live their lives and are accepted and valued as citizens. This vision is described as people leading ***good lives in welcoming communities***. CLBC supports community inclusion for all citizens.

CLBC's mission is to respond to the life-long needs and goals of individuals and families by recognizing their abilities and contributions, sharing leadership with communities, and funding supports that honour individual choice. Values guiding CLBC's work are found at www.communitylivingbc.ca/.

## How CLBC Does its Work

CLBC is projected to spend $697 million in 2010/11, of which $648 million or 93% of its total budget will be allocated directly to disability-related supports and services.

Contracted non-profit and private agencies, and individual caregivers provide family support, residential and community inclusion services, life-skills training and employment support. Professionals and independent contractors also deliver services such as behavioural support.

### Adults Served

As of December 31, 2010, CLBC had open files for 13,291 adults with a developmental disability and 126 adults with fetal alcohol spectrum disorder or autism spectrum disorder.

As of December 31, 2010 a total of 5,498 adults with a developmental disability were receiving residential and community inclusion (e.g. employment) services. Family and/or community inclusion services, or other CLBC services such as assistance to develop a support plan, were received by 7,793 adults.

For adults with fetal alcohol spectrum disorder or autism spectrum disorder, 37 were receiving residential and community inclusion services. Community inclusion services or other CLBC services such as planning assistance were received by 89 adults.

**KEY CONCEPTS THAT GUIDE CLBC'S SERVICE DELIVERY APPROACH**

- Being included and contributing to the community enhances quality of life
- Opportunities for inclusion and contribution are enhanced by using generic services that citizens without disabilities do, such as public transportation
- Informal supports provided by families, friends and neighbours can help people access the wider community
- Person-centred planning can help people access a range of funded supports and services that, when needed, have two primary goals:
  - Achieving things that are important *to* the person
  - Achieving things that are important *for* the person

CLBC responds in culturally appropriate ways to the needs of adults of Aboriginal ancestry. Supported by the Aboriginal Advisory Committee, CLBC's Aboriginal Advisor focuses on raising Aboriginal stakeholders' awareness about CLBC and its services, increasing Aboriginal cultural competence of CLBC staff, building relationships with Aboriginal leaders and organizations and informing CLBC-funded service providers about culturally appropriate Aboriginal services.

CLBC also operates the Provincial Assessment Centre (PAC) for people aged 14 and older across the province who have a developmental disability and a mental health or complex behavioural issue. The PAC is an eight bed specialized, multi-disciplinary mental health facility located in Burnaby that provides an assessment period for up to 90 days with a six-month community follow-up. Assessment and treatment services include diagnosis, care plan recommendations and community consultation.

Using a discharge plan, the PAC community liaison team assists with the transition back home, a process that includes caregiver orientation and training. Two additional PAC beds are available to help the Lower Mainland health authorities respond to individuals who are discharged from acute care hospitals and not ready to return home. These beds support a 30 day program that conducts assessments, makes recommendations about needed supports and helps individuals to transition back to their community.

### *Operations*

CLBC operates in all five provincial regions (Fraser; Interior; Vancouver Island; Vancouver Coastal; and the North), supported by a corporate office in Vancouver. The five regions are broken down into 11 Quality Service Areas which operate with one Quality Service Office and one or more Community Living Centres.

Quality Service Offices are staffed by analysts who are responsible for reviewing individual support plans and allocating resources, contracting and procurement, contract monitoring and resource development. Analysts are the main point of contact for service providers.

The 41 Community Living Centers and associated satellite offices are staffed by facilitators who are responsible for confirming eligibility, developing individual support plans, and supporting individuals and families by providing information and assistance to address issues that arise. Facilitators are the main point of contact for adults and families. They remain involved with the approximately 10% of people supported by CLBC who need ongoing service coordination.

Analysts and facilitators collaborate in their daily work. For example, while facilitators have the lead role in developing support plans, they also consult with their analyst colleagues. This helps people plan with the best information available and ensures that service requests reflect an appropriate support level within available resources.

At other times analysts and facilitators have linked responsibilities that lead to a joint response; for example, when implementing funded supports. Besides strategies like telephone and video conferencing, analysts and facilitators are co-located where feasible.

Building individual and family capacity is central to CLBC's practice. Facilitators, supported by analysts, assist individuals and families to identify strengths and develop personal goals that help them to meet their needs and resolve problems for themselves. This helps promote self-reliance and maintain independence.

Facilitators also focus on helping individuals and families to balance the use of CLBC-funded supports and services with informal supports and the generic services that citizens without disabilities use.

CLBC facilitator Bryan Oulton and Cheryl Fryfield talk about personal planning.

The safety of those served is of primary importance to CLBC. As a designated agency under the *Adult Guardianship Act*, CLBC responds to allegations of abuse and neglect. Other formal CLBC safeguards include standards, monitoring, licensing, external reviews and a complaints policy.

CLBC's goal is a workplace that empowers staff, supports teamwork, encourages innovation, emphasizes open communication, promotes stakeholder involvement, removes barriers to inclusion and ensures continuous quality improvement. Staff members are encouraged to provide input into policy and share their knowledge and experience to help CLBC achieve its mandate and the highest standard of performance.

More information about funded supports and services delivered by over 3,100 contractors, CLBC's service delivery approach, the people it serves, and the location and roles of facilitators and analysts can be found at www.communitylivingbc.ca/.

## Community Involvement

Funding supports and services that meet individuals' and families' unique disability-related needs and continuing the work of including people with developmental disabilities in community life requires the involvement of the community.

CLBC achieves this in these ways:

***Community Councils***

As an extension of CLBC, Community Councils collaborate with many different community partners to support full participation of people with developmental disabilities in community life.

**Advisory Committee to the Board**

As a link between communities and the CLBC Board of Directors, the Advisory Committee assists the Board with its governance and decision-making by:

- Communicating successes and concerns with provincial implications identified by Community Councils
- Making policy and practice recommendations for consideration to enhance quality of life for people served

The Advisory Committee is made up of a self-advocate or family member from each Community Council.

**Communicating with Stakeholders**

CLBC communicates with its stakeholders about issues of mutual interest through newsletters and website updates and obtains input on key policy and practice issues using forums and working groups.

Senior management team members regularly make presentations to external stakeholders and to staff throughout the province on CLBC's roles and activities.

**Consumer Satisfaction**

CLBC conducts an annual satisfaction survey and managers use the results to develop plans to address areas identified as requiring improvement.

Accredited agencies funded by CLBC also conduct, and act on, yearly satisfaction surveys.

More information about the work of the Community Councils and the Advisory Committee can be found at www.communitylivingbc.ca/.

## Why CLBC's Work Is Important

CLBC and its large network of funded community agencies and individual contractors provide a wide range of supports and services that help adults with developmental disabilities, families and communities in a number of important ways, including:

- Meeting British Columbians' disability-related needs and reducing their vulnerability
- Helping families remain connected
- Supporting people to participate in all facets of community life
- Enabling people to play important roles such as friend, neighbour, employee and volunteer
- Contributing to regional economies by funding service providers who employ local staff and make purchases from community businesses

**Lianna Jones supports Robert Mitchell through home sharing.**

# Shareholder's Letter of Expectations

Government provides direction to CLBC in a Shareholder's Letter of Expectations (SLE) which sets out the roles and responsibilities of the Minister of Social Development as the shareholder's representative (Government) and the Board Chair on behalf of CLBC. The SLE is the basis of an agreement between the Shareholder and CLBC on the crown agency's mandate including high-level performance expectations, public policy issues and strategic priorities.

The SLE informs the development of CLBC's Service Plans and annual Service Plan reports and is reviewed annually and updated as required. It can be found at www.communitylivingbc.ca/about/governance/board/documents/SLE_2011.pdf.

Government's key directions and the specific actions CLBC is taking in response are summarized in the table below.

| SLE Actions | CLBC Alignment |
|---|---|
| **Youth Transitioning to Adulthood Protocol** | CLBC is one of nine government organizations that have signed a cross-ministry transition planning protocol that focuses on supporting youth with special needs and their families as they transition to adulthood. The protocol provides information about government supports and services for youth aged 14 to 25 and outlines roles and tasks associated with transition planning, including information about CLBC's role. CLBC and the Ministry of Children and Family Development have a separate agreement on how they operationalize the protocol. |
| **Personalized Supports Initiative** | Following a regulatory amendment, CLBC began serving adults diagnosed with fetal alcohol spectrum disorder or autism spectrum disorder who also have significant limitations in adaptive functioning on February 1, 2010. Work continues to refine implementation efforts in this new program area. Regional CLBC staff, who report to local managers, have been trained and are in place serving eligible individuals. To further enhance service delivery, information is being collected and assessed in an "action research" project. As of December 31, 2010, 126 adults have been found eligible and are receiving either residential, community inclusion or planning and support services. Eligibility status is pending for another 159 individuals while assessment information is collected. |
| **Performance Management** | CLBC continues to deliver innovative, cost effective services while also addressing priority service requests. Field staff focus on ensuring that services provided are aligned with people's disability-related needs and that people served gain access to services any community member would use, or informal community supports provided by family, friends and neighbours. The goal is to increase opportunities for community inclusion and contribution. The contract management system being implemented and monitoring framework will help identify ways to improve service provider performance and provide information for CLBC's reporting on achievement of its goals and objectives. |
| **Service Delivery** | Work continues to implement recommendations made in a 2008 independent review that examined CLBC's service delivery approach and policy tools; 22 of 27 recommendations were complete as of January 31, 2011. |

# Corporate Governance

## Board of Directors

The Board of Director's primary role is governance. Responsibilities include:

- Strategic planning
- Risk management
- Monitoring organizational and management capacity; internal controls; ethics and values; and communication

Board governance is consistent with Government's mandate and policy direction and ensures compliance with financial and other applicable policies and legislation.

The Board chair is the key conduit to Government and advises the Minister of Social Development on issues that impact CLBC.

The Board supervises how business is conducted, and through the Chief Executive Officer (CEO) sets standards of conduct for the organization. Under the *Community Living Authority Act* the Board can have up to 11 directors with the skills, qualifications and experience to govern effectively.

Meetings are open to the public; Board minutes and the annual meeting schedule are posted on CLBC's website.

### Board Members

- **Denise Turner** - Chair
- **Kenneth Crump** - Vice Chair
- **Mark Duncan**
- **Norah Flaherty**
- **Darryl Harand**
- **Roberta Kjelson**
- **Ernest Malone**
- **Jan Marston**
- **Don Rowlatt**
- **Arn van Iersel**

### Board Committees

**Governance and Human Resources** - Provides a focus on governance to help enhance CLBC's performance and assists the Board in fulfilling its obligations relating to human resources, including compensation, performance succession and safety matters.

Chair: Jan Marston; Members: Ernest Malone, Don Rowlatt and Mark Duncan; Ex officio: Denise Turner

**Finance and Audit** - Assists the Board in fulfilling its oversight of finance and audit matters including reviewing financial information provided to the Government or made public; strategic financial plans, operating and capital budgets; external and internal audit activities; the system of internal controls, risk management and information; and investment management activities.

Chair: Kenneth Crump; Members: Arn van Iersel, Don Rowlatt and Ernest Malone; Ex officio: Denise Turner

**Quality and Service** - Supports CLBC's community engagement, citizenship and inclusion mission and helps the Board fulfill its responsibilities to ensure the quality of, and equitable access to, funded services.

Chair: Norah Flaherty; Members: Darryl Harand, Arn van Iersel, Roberta Kjelson and Kenneth Crump; Ex officio: Denise Turner

## Board Governance

The seven principles listed below guide how Board members exercise their governance responsibilities.

| CLBC Board of Directors' Governance Principles | |
|---|---|
| **One Voice** | ✓ The Board speaks with "one voice" and the Chair speaks on the Board's behalf. The CEO is accountable to the Board and CLBC staff is accountable to the Board through the CEO. |
| **Ethical Conduct** | ✓ Members are expected to conduct themselves in an ethical and professional manner that avoids both real and perceived conflicts of interest. |
| **Loyalty** | ✓ Members must be loyal and are accountable to exercise their powers and discharge their duties in good faith, honestly and in the best interests of CLBC. |
| **Care, Diligence and Skill** | ✓ Members will exercise the degree of care, diligence and skill that a reasonably prudent person would in comparable circumstances. |
| **Conduct to Other Members** | ✓ Members will not publicly criticize the motives, ability or personalities of fellow Board members. |
| **Interaction with the CEO** | ✓ In their interactions, members must recognize that any individual member or group of members does not have authority over the CEO, staff or contractors of CLBC. |
| **Confidentiality** | ✓ Members will maintain all information they receive respecting Board proceedings in confidence and comply with all privacy legislation applicable to the operations of CLBC. |

CLBC's Board governance policies and practices are fully compliant with the *Best Practice Guidelines February 2005* issued by the Crown Agencies Resource Office (CARO), Ministry of Finance.

Disclosure statements include terms of reference for the Board and its committees, the Board chair and the CEO.

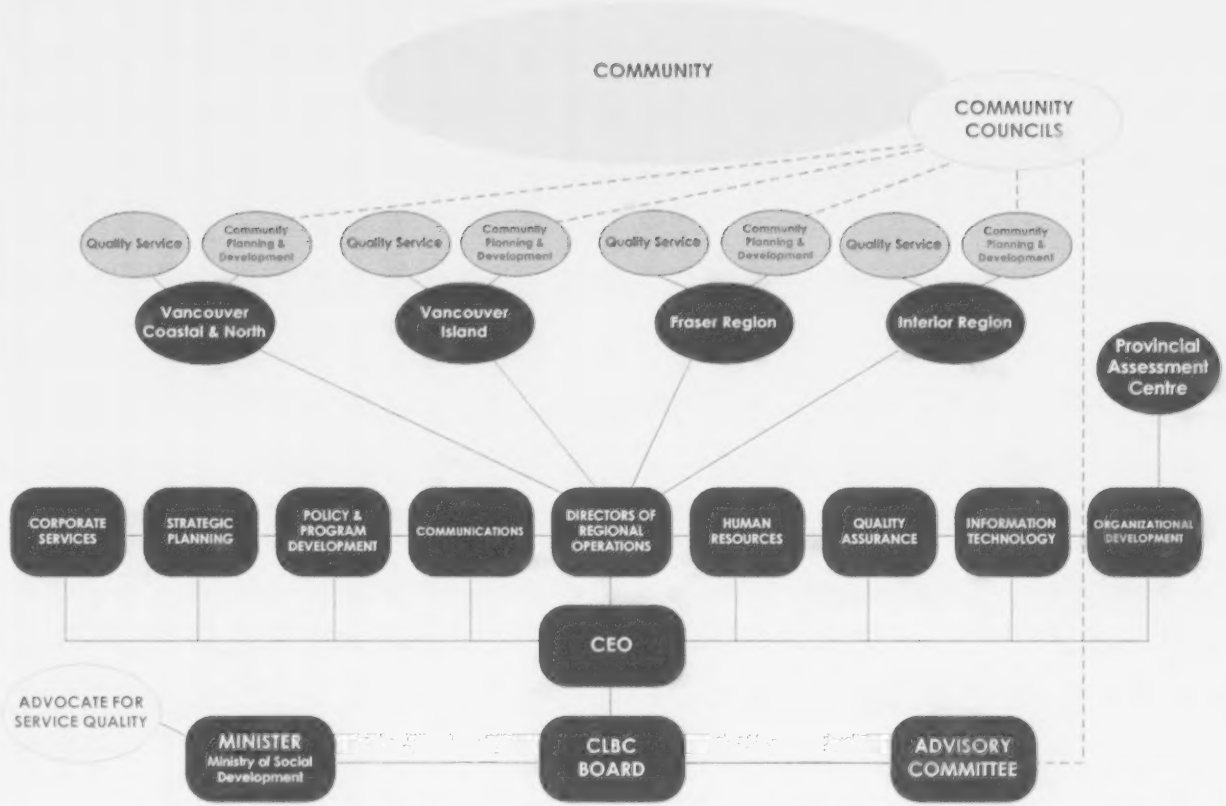
Directors' biographies and attendance records, the number of Board and committee meetings held and Board minutes are also disclosed.

Disclosure statements for the Board of Director can be found at www.communitylivingbc.ca/about/governance/board/documents/DisclosureStatements.pdf.

## CLBC Senior Management Team

| |
|---|
| **Rick Mowles - CLBC Chief Executive Officer** |
| **Marsha Goldford,** Director, Human Resources |
| **Carol Goozh,** VP, Policy & Program Development |
| **Paula Grant,** Director, Quality Assurance |
| **Richard Hunter,** VP, Corporate Services |
| **Roz Ingram,** Director, Communications |
| **David MacPherson,** Director, Regional Operations, Vancouver Island |
| **Lynn Middleton,** Director, Regional Operations, Interior |
| **Brian Salisbury,** Director, Strategic Planning |
| **Ian Scott,** Acting Director, Information Technology |
| **Paul Sibley**, Director, Regional Operations, Vancouver Coastal & North |
| **Carla Thiesen,** Director, Regional Operations, Fraser Region |
| **Doug Woollard,** VP, Organizational Development |

## CLBC Organizational Structure



# Strategic Context

To achieve its mandate, CLBC must address the key risks and challenges associated with growing demand. Cost pressures resulting from increased demand are also being experienced by many other jurisdictions whose supports and services are similar to those funded by CLBC.

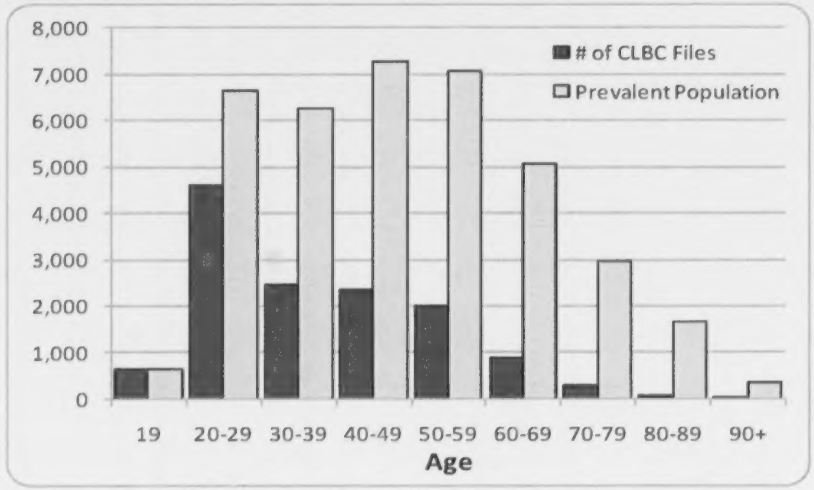
Services and resource allocation tools used in the Personalized Supports Initiative are similar to those used with adults with developmental disabilities; however, the level of demand and mix of services are still being defined for the Personalized Supports Initiative.

Therefore, information presented below on caseload growth and service demand focuses on developmental disability; the Personalized Supports Initiative is discussed in a later section.

In the last three years, the number of youth turning 19 who applied to CLBC and became eligible is almost equal to the 1.05% prevalence rate of people with developmental disabilities in B.C.'s general population (Source: World Health Organization rate based on an internationally accepted definition of developmental disability). Some reasons for this increased participation level are discussed in the next section.

Many older and potentially eligible adults may be living in the community independently or supported by family without support from CLBC. However, as these individuals and their care giving family members age, some can be expected to require services.

The age distribution of adults with developmental disabilities currently served by CLBC, compared with the province's prevalence rate is presented in the following table.




## Cost Factors Influencing Service Demand

Demographic pressures and technology gains drive demand for CLBC services much the same way they do in health care. With more children surviving to adulthood, an ageing population and increasing public expectations, caseload and service expectations have increased each year. Significant factors include:

- **Increasing population served** - Technology and health services extend life expectancy of people with developmental disabilities. As a result, the overall population served by CLBC is increasing

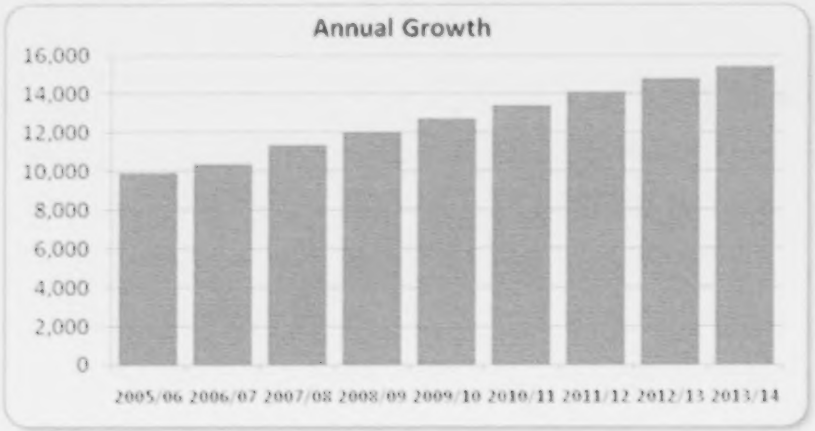
- **Increased service requirements with age** - As adults age, their needs change and more supports may be required to live in the community, or they may need to move into residential services
- **Earlier onset of age related needs** - The onset of health and capacity issues become evident up to 20 years earlier for adults served by CLBC. In the next 5 years, CLBC's 45-64 age group is projected to increase 15%
- **Increasing age of family caregivers** - The capacity to cope with adults living at home diminishes as family caregiver's age. This results in an increasing number of adults requiring support, many of whom have never had prior contact with CLBC
- **Youth turning 19** - CLBC is experiencing increased parental expectations for support for youth turning 19. This results from increased awareness of special needs in the school system, greater visibility of funded services due to the creation of CLBC, Government's Great Goal # 3 (Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk, and seniors) and CLBC's emphasis on transition planning in accordance with Government protocols

Chris Joynson, Saltspring Fire Department volunteer.

## Anticipated Caseload Growth

It is projected that 13,416 individuals with developmental disabilities will be registered with CLBC by March 31, 2011. This represents a growth of 5.5% in the year and 35% over five years.

As can be seen below, the annual rate of growth is expected to decline only very gradually over the next several years.




Caseload growth for 2010/11 includes 561 youth turning 19. This is 0.95% of the provincial population of 19 year-olds, compared to 0.98% in 2009/10 and 0.93% in 2008/09. The projection for youth turning 19 for 2011/12 to 2013/14 is 0.95% of the provincial population, similar to the 1.05% rate expected at any specific time for this population.

Caseload growth due to new adults over the age of 19 registering with CLBC is forecast to be 310 in 2010/11, an increase from the previous five year average of 285.

**Eligible Individuals**

| | Actual | | | | | Forecast | Projections | | |
|---|---|---|---|---|---|---|---|---|---|
| | 2005/06 | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
| Individuals Eligible at year end | 9,946 | 10,400 | 11,356 | 12,015 | 12,715 | 13,416 | 14,104 | 14,781 | 15,449 |
| *% Increase in the year* | *3.5%* | *4.6%* | *9.2%* | *5.8%* | *5.8%* | *5.5%* | *5.1%* | *4.8%* | *4.5%* |
| Change in Eligible Individuals | | | | | | | | | |
| # Children Turning 19 | 357 | 388 | 560 | 534 | 555 | 561 | 548 | 537 | 526 |
| # New "older" adults registered | 86 | 181 | 514 | 316 | 326 | 310 | 320 | 320 | 320 |
| Total New Eligible Adults | 443 | 569 | 1,074 | 850 | 881 | 871 | 868 | 857 | 848 |
| Less: Discharges | (108) | (115) | (118) | (191) | (180) | (170) | (180) | (180) | (180) |
| Net change in Individuals | 335 | 454 | 956 | 659 | 701 | 701 | 688 | 677 | 668 |

## Resource Allocation

CLBC's planning and resource allocation decisions are guided by the literature which indicates the best quality of life outcomes for adults with a developmental disability result from being integrated into family and community life.

The evolution of CLBC-funded supports and services increasingly reflect this principle.

CLBC manages and allocates resources in a transparent and equitable manner at the local level by:

- Allocating funding to the 11 Quality Service Areas based on demographic and regional factors
- Using the *Guide to Support Allocation* to consistently measure an individual's level of disability-related need and applying the *Catalogue of Services* to ensure an appropriate funded response
- Establishing and managing a *Request for Service List* to capture support requests / disability-related needs of individuals and address them in a systematic and equitable way
- Implementing the *Request for Service Priority Tool* to consistently measure the urgency of an individual's support needs

## Resource Management

CLBC staff use the following general strategies to manage resources:

- Maintaining family involvement whenever possible
- Promoting employment as an alternative to traditional day services
- Cultivating greater community involvement in developing cost effective, sustainable person-focused solutions
- Ensuring residential services are aligned with disability-related need to help avoid unnecessary placements in staffed residential resources
- Encouraging adults in staffed residential resources to explore more inclusive community alternatives such as home sharing
- Assisting individuals and families to develop individual support plans that balance the use of funded supports and services with access to generic services that citizens without disabilities use and informal supports provided by families, friends and neighbours
- Supporting individuals and families to maintain independence
- Making effective use of small amounts of flexible funding to prevent the need for more expensive supports later on

The above strategies help manage the level of CLBC's response that is required to address an individual's disability-related need. Response costs are managed through:

- Using negotiated sector-wide rates for union and non-union providers and competitive procurement processes
- Using standardized funding templates that help staff develop and evaluate service costs based on negotiated rates
- Incorporating service levels (hours of service) into contracts with monitoring processes that help identify and recover funding for non-delivery of service
- Monitoring contracts and reviewing services to identify service delivery issues and under-utilized capacity
- Periodically evaluating disability-related needs of adults receiving service and the appropriateness of CLBC's funded response

Contract management and oversight has been a focus since CLBC's inception. Over the four years ended March 31, 2010 annual ongoing savings from redesigning services and contract recoveries totalled over $50 million.

These savings were used to fund the needs of eligible adults that otherwise could not have been addressed.

Residential services represent approximately 65% of contracted adult service expenditures each year and are a major focus of cost management efforts, including:

- Providing full information on residential options that are available to individuals
- Matching disability-related need to services provided
- Supporting individuals who choose to move into alternative models

Sheenagh Morrison at work at Thrifty Foods.

## Personalized Supports Initiative

An estimated $2.3 million in funded services will be provided in 2010/11 to adults with fetal alcohol spectrum disorder or autism spectrum disorder who also have significant limitations in adaptive functioning.

Services are provided using an adapted *Catalogue of Services* and the tools used for resource allocation and budget management are similar to those that are used for adults with a developmental disability.

Adults who are eligible through this initiative normally require some type of service for their lifetime. A steady growth in annual expenditures is anticipated as the caseload increases.

As this is a new group of individuals, CLBC is monitoring eligibility applications and service responses to inform future caseload forecasting and program planning.

## Key Strategic Risks

A number of strategic risks have the potential to impact CLBC's ability to achieve its objectives during the next three years.

The table on the following page:

- Identifies each issue that creates a strategic risk
- Briefly discusses the issue's potential risk for CLBC
- Outlines what CLBC will do to mitigate possible risks
- Where appropriate, identifies linkages to Service Plan performance measures and targets

| Issue | Risk | Mitigation Strategies / Service Plan Linkages |
|---|---|---|
| **Youth transitioning from MCFD** | ♦ CLBC may not know the number and complexity of needs of transitioning youth<br>♦ Families and youth may not be aware of supports and services CLBC provides | ♦ Implement the youth transition protocol and provide information to youth and families about CLBC supports and services and how they are delivered, including the benefits of using generic services and informal community supports<br>♦ Employ resource allocation that supports transition planning, budget forecasting and crisis management and use the *CLBC / MCFD Operating Agreement* up to 18 months in advance to identify youth likely to require CLBC services at age 19 |
| **Community living service system sustainability** | ♦ Service demand is increasing at the same time some existing services don't fully support person-centred outcomes and community inclusion<br>♦ Meeting individual and family needs and achieving greater community inclusion is challenging in the current fiscal environment | ♦ Review contracts to ensure services appropriately address disability-related needs<br>♦ Explore with individuals the opportunity to move to smaller, more individualized living situations which are less costly and align with disability-related needs<br>♦ Support individuals, families, service providers and staff to think and act in new ways through education and training about new possibilities<br>♦ Service Plan targets promoting the use of individualized funding and direct payments will support the creation of more personalized, cost effective supports and services<br>♦ Leverage CLBC and sector funding to attract financial partners to develop models and approaches that help manage CLBC demand on funded supports and services<br>♦ Better integrate government funded programs with the community, and philanthropic and business sectors |
| **Data quality** | ♦ A number of data gathering processes are manual (e.g. specific resource allocation and resource management tools) and have the potential to impact data quality | ♦ Some data quality issues will be resolved in 2012/13 with upgrades and enhancements being developed for PARIS, the service delivery management system. Those involving individual and unit costing will require a significant development effort, and administrative infrastructure in the next few years<br>♦ CLBC is implementing a contract management system that will provide document creation, contract/document management, evaluation and vendor management and reporting. All contracts will be electronic. The new system will support consistent contracting processes with services funded in a transparent and equitable manner |
| **Stakeholder support** | ♦ Sustaining stakeholder support when service delivery changes are taking place challenges conventional thinking and practice | ♦ Continue to engage in dialogue with stakeholders on CLBC's policy direction and address questions and concerns about service delivery issues in a timely manner<br>♦ Obtain feedback from stakeholders prior to making needed operational changes<br>♦ Service Plan targets to enhance organizational responsiveness will help to develop sector relationships and build support for CLBC initiatives |

## Organizational Capacity

The following organizational strengths will help CLBC address the challenges noted previously, and achieve its goals and objectives.

- The Board, management and staff are committed to CLBC's vision, mission and values
- A solid foundation has been built, upon which to make further operational improvements
- CLBC encourages stakeholder engagement in its initiatives
- CLBC's focus on aligning disability-related needs to services provided helps develop person-centred, innovative responses
- CLBC collaborates with MSD to address the needs of all adults served in more comprehensive and integrated ways through the array of supports, such as employment services available through the Ministry
- The Personalized Supports Initiative provides opportunities for promising service innovations to shape how adults with developmental disabilities are served
- Training about new service possibilities and funding potentially innovative services is resulting in more cost-effective approaches
- Senior management provides continuity and possesses the necessary experience to lead for success
- Progress is being made in resource allocation, improving equity and access
- CLBC has consistently applied appropriate fiscal management strategies to balance its budget
- Data collection and analysis continues to be improved to better inform decision making and future planning

Other initiatives underway that support organizational capacity building are listed below using the six key directions from CLBC's 2009/10 – 2011/12 Strategic Plan.

1. ***Connect individuals and families with supports, services and community opportunities to advance their vision of a good life***

   - A Quality of Life demonstration project is exploring individuals' views of their quality of life and will inform plans to require providers to align their planning and services to help achieve Quality of Life outcomes
   - CLBC's advisors (Self-Advocate and Family Partnership) meet regularly with individuals and families to learn about things that are working well in their lives
   - CLBC continues to work with its stakeholders to increase awareness about the importance of employment. The customized employment demonstration project with MSD will produce a final report on best practices
   - CLBC is developing a strategic direction to address the support needs of individuals and their caregivers / family members who are ageing
   - The CLBC-funded Family Independence Fund provides one-time only grants to eligible families for home renovations or vehicle modifications to help keep their children and young adults at home; 562 grants valued at more than $19 million were made from the Fund as of December 31, 2010

2. ***Support the development of welcoming communities to enable citizenship and contribution***

   - To support citizenship and contribution, and address vulnerabilities experienced by adults with developmental disabilities, CLBC develops informal safeguards. Examples include workshops that help adults build their personal networks, a public education initiative that encourages citizens to become involved with people with disabilities (www.startwithhi.ca) and a publication on how to use social media

- The Safeguards' Advisory Committee will develop a work plan to address recommendations from a 2010 external evaluation that concluded CLBC's Safeguard initiative is an innovative, internationally significant example of how a Government agency can engage citizens and address a vital community concern

3. ***Improve services through strengthened relationships and partnerships***

- CLBC collaborates with government ministries and other agencies where there is a joint mandate to support adults with developmental disabilities. The *Guidelines for Collaborative Service Delivery for Adults with Developmental Disabilities Between CLBC, Regional and Provincial Health Authorities, Ministry of Health Services and MSD* outline CLBC and the Ministry of Health responsibilities in supporting adults with health care needs. A *Memorandum of Understanding (MOU) Regarding the Homelessness Intervention Project* identifies responsibilities of CLBC and other agencies in responding to the needs of homeless individuals. The *CLBC/MCFD Operating Agreement* clarifies MCFD and CLBC staff roles and responsibilities in supporting eligible youth transitioning to adult services. Regional CLBC staff work with their counterparts to establish local protocols and MOU's to clarify and communicate on agreements about collaborative service delivery
- Each CLBC Quality Service Office works within available funding with key stakeholders to build crisis response capacity and reduce costly emergency placements

4. ***Develop a culture of service excellence provided by exceptional staff***

- An action plan resulting from the annual employee engagement survey will address issues raised by CLBC staff
- A redesigned intranet that supports easier access to information required by staff was released in September, 2010
- An agreement with the Commission on Accreditation of Rehabilitation Facilities (CARF) will help CLBC become accredited by 2012 using CARF's Service Management Network Standards

Artist Tanya Steinhausen

5. ***Demonstrate effective governance, leadership and fiscal responsibility***

- CLBC is exploring ways to involve new partners by leveraging its financial resources to create new approaches to innovative and sustainable service delivery. CLBC is partnering with sector stakeholders and the business community to create an independently administered Community Living Venture Fund that will provide seed funding for potential innovations
- Policy initiatives include transitioning youth, privacy, contracting and procurement, resource allocation, funding, monitoring and information management, as well as a range of operational policies to support and clarify field practice

6. ***Develop data and information management systems that support the work of CLBC and its partners***

- CLBC technology enhancements and upgrades to meet operational and security requirements are ongoing. Key areas related to operational sustainability include provisioning, security oversight, and hardware and software currency
- A data warehouse has been implemented and provides reporting capabilities on key organizational metrics

# Goals, Strategies, Performance Measures and Targets

Goals and performance measures for the 2011/12 – 2013/14 CLBC Service Plan are set out in the table below.

While no changes have been made to the eight performance measures from the CLBC Service Plan issued March 2, 2010, a number of targets have been amended.

| Goal ❶ SERVICE EXCELLENCE | Goal ❷ ORGANIZATIONAL RESPONSIVENESS | Goal ❸ OPERATIONAL EFFICIENCY |
|---|---|---|
| Adults with developmental disabilities access high quality, responsive supports and services to help them meet their needs and participate as full citizens. | CLBC is a best practice employer whose staff work effectively with local, regional and provincial partners to implement innovative and inclusive supports and services. | Supports and services needed by adults with developmental disabilities and their families are provided in a cost-effective and equitable manner. |
| **Performance Measures** | | |
| ♦ Percentage of individuals and families who feel well supported by their service providers<br>♦ Number of individuals and families who purchase supports and services using individualized funding<br>♦ Number of families who receive direct payments for adult respite | ♦ Percentage of individuals and families who feel their concerns were listened to<br>♦ Percentage of individuals and families who feel their concerns were addressed in a timely manner<br>♦ Percentage of individuals and families who feel they were provided with useful referrals and resources | ♦ Percentage of annual funding used for direct services<br>♦ Percentage of individuals receiving residential services that live in smaller, individualized arrangements |

The goals, strategies, measures and targets discussed below represent critical aspects of CLBC's overall performance and will help it to achieve its mandate and the direction set by Government. They provide a balance between significant financial and non-financial activities. CLBC will report results in its April 1, 2011/2012 Annual Report.

## Climate Action

CLBC supports implementation of the provincial climate change adaptation strategy, which calls on government agencies to consider climate change and its impacts, where relevant, in planning, projects, policies, legislation, regulations and approvals. Adaptation is a vital part of Government's climate change plan. It means taking action now to prepare for a changing climate and its impacts on ecosystems, resources, businesses, communities and people. CLBC contributes to Government's climate change adaptation agenda in these ways:

- A seven member "Go Green" Committee is responsible for implementing and monitoring a climate action strategic plan
- "Go Green" staff leads in local offices audit and encourage environmentally friendly, sustainable practices

In the next three years, CLBC will focus on reducing travel, enhancing use of communication technologies and supporting its "Go Green" office leads to promote environmentally friendly work practices.

## Goal 0 – Service Excellence

CLBC's mandate includes promoting choice and innovation in how needed supports and services are delivered and assisting adults to achieve maximum independence and live full lives. Supports and services that are individualized and responsive are critical. Service excellence speaks to the capacity and effectiveness of the service delivery system to respond to the disability-related needs and citizenship goals of adults with developmental disabilities.

### Performance Measures

CLBC's core business is providing high quality services at a sustainable cost. A key performance measure is the percentage of adults and their families who feel well supported by their service providers. Random surveys are conducted each year with people receiving CLBC funded supports and services.

Increased levels of satisfaction are an overall measure of the service delivery system's capacity to enable people to achieve their personal goals and live as full citizens in their communities.

Supporting individuals to make choices that help them meet their disability-related needs is a foundational piece of CLBC's approach. Research indicates individualized funding and direct payments can help move towards a system in which personal choice is a major driver of what people create or access to meet their needs.

Enabling greater personal choice can result in more person-centred, responsive options because the individual plays a much greater role in determining how his or her needs are best met when compared to traditional approaches. These payment mechanisms also reduce administrative overhead.

The net effect is that the same, or similar supports and services, can be delivered more cost-effectively. Performance measures that speak to these outcomes are the number of individuals and families who use individualized funding, and the number of families who use direct payments, to purchase needed supports and services.

### Strategies to achieve service excellence

- Information and training is provided to stakeholders to help them better understand person-centred thinking and services
- Providers develop responsive services to meet the diverse disability-related needs of adults and families

- CLBC and its community partners provide culturally appropriate services to Aboriginal people and other cultural groups
- Outreach services identify and support adults unlikely, or unable, to maintain contact with CLBC
- CLBC partners with MSD and other government bodies to help adults gain streamlined access to provincial supports and programs

| PERFORMANCE MEASURES | TARGETS | | | | |
|---|---|---|---|---|---|
| | 2009/10 Actual | 2010/11 Forecast | 2011/12 | 2012/13 | 2013/14 |
| 1. Percentage of individuals and families who feel well supported by their service providers | 82% (baseline) | 78%* | 85% | 85% | 85% |
| 2. Number of individuals and families who purchase supports and services using individualized funding | 168 | 287 | 375** | 475** | 575 |
| 3. Number of families who receive direct payments for adult respite | 840 | 859 | 1000 | 1200 | 1400 |

*** 2010/11 – 2012/13 Service Plan indicated a target of 85%.**

**** Target has been increased for this measure.**

**Targets**

A baseline of 82% was established in 2009/10 for the measure - ***Percentage of people and families who feel well supported by their service providers***. Although service quality is primarily the responsibility of service providers, CLBC's goal is to achieve and maintain a target of 85% for this measure. The 2010/11 forecast of 78% was less than the expected target (85%). CLBC will work with service providers to identify strategies to achieve the targets that have been set for this measure.

The data source for this measure is the annual satisfaction survey. Management consults external experts to ensure the survey design is appropriate and results are accurate.

Individualized funding and direct payments are important to CLBC's management of the service delivery system; however, uptake is dependent upon various factors including funding availability, awareness of the advantages of these payment options and addressing challenges associated with converting existing services to individualized funding.

While targets for these two performance measures will remain at conservative levels for the next three years, targets for individualized funding for the next two years have been increased slightly due to higher than anticipated uptake during 2010/11. Data sources for individualized funding and direct payment are the PARIS service delivery management system and CLBC's accounting systems. Regular data quality audits are conducted on key components of the PARIS service delivery management system and the accounting systems are subject to internal and external audit processes.

## Goal 2 – Organizational Responsiveness

CLBC develops and funds individual support plans to address disability-related needs that balance use of both funded and unfunded supports and services.

CLBC also monitors contracted services to ensure that they are delivered in an appropriate, cost effective manner.

This requires CLBC to be a best practice employer whose staff is knowledgeable and accountable, and who work effectively with local, regional and provincial partners to achieve innovative services that promote community inclusion.

Flexibility in the face of individuals' and families' changing needs and circumstances is critical and requires CLBC staff to be responsive. Organizational responsiveness speaks to how effectively CLBC supports community living programs and objectives.

**Performance Measures**

As well as funding disability-related supports and services, CLBC staff helps individuals and families think about how their needs can be met in other ways; for example, by using generic services that other community members do, such as public transportation or recreation centres.

Regardless of the outcome for individuals or families, all staff, particularly facilitators and analysts, must be able to respond to those served in timely and helpful ways.

Three performance measures that reflect CLBC's organizational responsiveness are:

- Percentage of individuals and families who feel their concerns were listened to
- Percentage of individuals and families who feel their concerns were addressed in a timely manner
- Percentage of individuals and families who feel they were provided with useful referrals and resources

**Strategies to achieve organizational responsiveness**

- Refinements are made to CLBC's delivery approach that support effective facilitator / analyst collaboration
- Policies and practice guidelines are revised as needed and made widely available, supported by organization wide communication strategies
- Training is provided to CLBC field staff to support their role
- Human Resource practices encourage workforce diversity
- CLBC builds community capacity by investing in community engagement initiatives and partnering with stakeholders where appropriate

| PERFORMANCE MEASURES | TARGETS | | | | |
|---|---|---|---|---|---|
| | 2009/010 Actual | 2010/11 Forecast | 2011/12 | 2012/13 | 2013/14 |
| 1. Percentage of individuals and families who feel their concerns were listened to | 77% (baseline) | 76%* | 81% | 83% | 85% |
| 2. Percentage of individuals and families who feel their concerns were addressed in a timely manner | 70% (baseline) | 67%* | 74% | 76% | 78% |
| 3. Percentage of individuals and families who feel they were provided with useful referrals and resources | 68% (baseline) | 64%* | 72% | 74% | 76% |

* 2010/11 – 2012/13 Service Plan had targets of 79%, 72% and 70% respectively.

### Targets

Baselines were established in 2009/10 for the three measures chosen for this goal. CLBC is committed to eventually achieving a target of 90% for the first performance measure (***Percentage of individuals and families who feel their concerns were listened to)***. As the second and third measures can be influenced more so by external factors such as budget availability, CLBC's longer-term target is 85% for both measures.

The 2010/11 forecasts for all three performance measures were less than expected (79%; 72%; 70% respectively). Multiple factors can influence these measures and CLBC will continue to actively pursue those areas over which it has control to improve future results.

The data source for these measures is the annual satisfaction survey. Management consults with external experts to ensure the survey design remains appropriate and results are accurate.

## *Goal ❸ – Operational Efficiency*

CLBC is committed to delivering high quality, sustainable supports and services by ensuring as much funding as possible goes to needed supports and services. Operational efficiency speaks to CLBC's overall effectiveness in allocating and managing its financial resources.

### Performance Measures

CLBC has allocated 93% of its 2011/12 budget for direct services for individuals with developmental disabilities and their families. The remaining budget funds CLBC headquarters and field operations to deliver those services throughout B.C. Ensuring the percentage of annual funding allocated to CLBC that is spent for direct service delivery is maintained at this, or a higher level, reflects the overall efficiency of CLBC in managing the service delivery system.

Residential services represent approximately 65% of CLBC's adult contracted service expenditures. Historically, funding has focused on 24-hour staffed group homes with four to five residents.

In the last few years, people have increasingly chosen more person-centred options such as home sharing or semi-independent living. As of December 31, 2010, a total of 5,498 adults were served residentially; 44% in staffed residential settings and 56% in settings like home sharing and semi-independent living.

These more person centred, individualized models provide a paid caregiver who engages other citizens to be involved informally in the individual's life. Often, family members, friends and neighbours play important natural support roles which enhance quality of life. When such moves occur, they are based on meeting adults' disability-related needs.

Therefore, a key indicator of cost effectiveness is the percentage of individuals receiving residential services that live in smaller, less costly individualized arrangements where no more than two people live together.

**Strategies to achieve operational efficiency**

- Implementation of the contract management system is effectively linked to the PARIS service delivery management system to inform budget priority setting and support organizational planning and decision making
- Information is shared with individuals and families about the full range of available support and service options
- Needed refinements are made to the *Guide to Support Allocation, Request for Service Priority Tool* and *Catalogue of Services* to inform allocation decisions and support consistency and equity
- A standardized contracting framework is implemented to ensure cost-efficient and appropriate services at the highest standard
- Capacity of contractors to provide supports that better match the disability-related needs of adults served is increased by implementing a contracting framework that focuses on person-centred outcomes

| PERFORMANCE MEASURES | TARGETS | | | | |
|---|---|---|---|---|---|
| | 2009/10 Actual | 2010/11 Forecast | 2011/12 | 2012/13 | 2013/14 |
| 1. Percentage of annual funding used for direct service delivery | 92.7% | 93% | 93% | 93% | 93% |
| 2. Percentage of individuals receiving residential services that live in smaller, individualized arrangements* | 58% (baseline) | 59% | 60% | 61% | 62% |

* **Some staffed residential locations serve two or less individuals and some home sharing locations serve more than two individuals.**

### Targets

CLBC is committed to achieving a 93% expenditure rate on direct services during this three-year Service Plan.

The data source for the percentage of annual budget used for direct service delivery is CLBC's corporate accounting system, which is subject to internal and external audit processes.

Bailey Lytle and Kathy Davis celebrate Community Living Month.

A baseline of 58% for the performance measure, ***Percentage of individuals receiving residential services that live in smaller, individualized arrangements*** (no more than two people) was established in 2009/10.

The data source for this measure is the PARIS service delivery management system. Data is validated through a semi-annual confirmation with service providers of all residential services.

The targets chosen reflect conservative estimates (1% increases each year). This will enable CLBC to develop and refine as necessary the additional capacity necessary to focus on more cost-effective, individualized residential services while ensuring stability for individuals with more complex needs who are already being served.

## Benchmarking

Benchmarks help evaluate and improve performance, allowing for an objective comparison of performance to other organizations.

CLBC is committed to using national and international benchmarks and continues to partner in annual discussions with Directors of provincial and territorial community living service systems to explore potential mechanisms for cross-jurisdictional comparisons.

However, there is a lack of available comparative data. This is due to such things as:

- Jurisdictions often define services and outcomes differently
- Populations served can differ somewhat
- Funding mechanisms vary
- Differences exist between institutional and community services
- Staff roles and organizational mandates are not always directly comparable

# Summary Financial Outlook

The table below provides the summary financial revenue and expenditure for 2009/10, the current forecast for 2010/11, and the budget and plans for the years 2011/12 to 2013/14 based on the budget assumptions noted on page 29.

**Operating Revenue & Expenditures**

| $ millions | 2009/10 Actual | 2010/11 Budget | 2010/11 Forecast | 2011/12 Budget | 2012/13 Plan | 2013/14 Plan |
|---|---|---|---|---|---|---|
| **Revenue** (Note 1) | | | | | | |
| Operating Contributions from the Province | 654.9 | 679.0 | 682.9 | 686.4 | 694.0 | 698.5 |
| Recoveries from the Province | 50.4 | - | | - | - | |
| Other Contributions & Recoveries | 9.8 | 9.6 | 11.0 | 11.0 | 11.0 | 11.0 |
| Interest & Other Income | 0.8 | 0.7 | 0.9 | 0.7 | 0.7 | 0.7 |
| Amortisation of Capital Grants | 1.8 | 2.8 | 2.5 | 2.9 | 3.4 | 3.7 |
| Total Revenue | 717.7 | 692.1 | 697.3 | 701.0 | 709.1 | 713.9 |
| **Expenditures** | | | | | | |
| Contracted Services | | | | | | |
| Services to Adults with Developmental Disabilities | 619.4 | 631.7 | 641.3 | 639.2 | 640.9 | 641.0 |
| Personalized Supports Initiative | - | 9.2 | 2.3 | 5.8 | 11.2 | 14.8 |
| Children's Services | 41.1 | - | - | - | - | |
| Provincial Services | 4.5 | 4.7 | 4.6 | 4.7 | 4.7 | 4.7 |
| Regional Operations & Administration | 49.5 | 43.1 | 46.0 | 48.0 | 48.6 | 49.5 |
| Capital Asset Amortisation | 2.5 | 3.4 | 3.0 | 3.3 | 3.7 | 3.9 |
| Total Expenditures | 717.0 | 692.1 | 697.2 | 701.0 | 709.1 | 713.9 |
| **Net Income (Loss)** | 0.7 | - | 0.1 | - | - | - |
| **Net Assets *(retained earnings)* ($ millions)** | 3.5 | 3.5 | 3.6 | 3.6 | 3.6 | 3.6 |
| **Capital Expenditures ($ millions)** | 2.6 | 2.9 | 3.6 | 4.8 | 3.6 | 3.6 |
| **Total Debt ($ millions)** | 0.5 | 0.3 | 0.3 | 0.2 | 0.1 | 0.1 |

Note 1 Contributions from the Province exclude contributions for capital purposes

Note 2 The above financial information, including forecast information, was prepared based on current Canadian Generally Accepted Accounting Principles (GAAP)

Effective April 1, 2009 the budget for all community living services for children was transferred to MCFD. Management, contracting and staff associated with children's community living services were transferred on October 31, 2009. Accordingly, financial results for 2009/10 reflect a partial year of children's service provision. In 2010/11 and forward, no children's services are included.

## Contributions from the Province

The Province provides contributions to CLBC through transfers under Voted Appropriation 39 within MSD. The 2011/12 budget includes contributions from the Province to cover the incremental costs to CLBC's contracted service providers related to the implementation of the Municipal Pension Plan.

Contributions received from the Province are made up of amounts to support operating expenditures and amounts restricted to fund capital expenditures, as noted in the table below.

Operating contributions received from the Province for the Personalized Supports Initiative are restricted for that purpose and are deferred on receipt and brought into income as the related expenditures are incurred. The contributions reported in the Operating Revenues and Expenditures statement on the previous page reflects this treatment.

**Contributions from the Province**

| $ millions | 2009/10 Actual | 2010/11 Budget | 2010/11 Forecast | 2011/12 Budget | 2012/13 Plan | 2013/14 Plan |
|---|---|---|---|---|---|---|
| Government Transfers | 662.8 | 681.0 | 681.0 | 681.0 | 681.0 | 681.0 |
| MPP Funding | - | - | 9.1 | 13.1 | 13.5 | 13.5 |
| | 662.8 | 681.0 | 690.1 | 694.1 | 694.5 | 694.5 |
| Restricted Funding | (4.6) | - | (3.2) | (2.9) | 3.1 | 7.6 |
| Capital Contributions | (3.3) | (2.0) | (4.0) | (4.8) | (3.6) | (3.6) |
| Operating Contributions | 654.9 | 679.0 | 682.9 | 686.4 | 694.0 | 698.5 |

## Recoveries from the Province

For 2009/10, costs related to staffing, program operation and contracted services for certain children's community living services were fully funded through recoveries from the Province. Effective October 31, 2009, these services were no longer part of CLBC's mandate.

## Other Contributions and Recoveries

Other contributions and recoveries arise mainly from cost sharing agreements with BC Health Authorities.

## Contracted Services

Supports provided to individuals and their families represent ongoing commitments of financial resources. When supports are introduced part way through a fiscal year the annualized cost is higher. As a result, CLBC's regional management monitors budgetary commitments on a multi-year basis, taking into account the impact of the support commitments made both in the current and in the following fiscal years.

Regional management monitors services on a constant basis, and works with service providers to ensure that supports provided are appropriate to each person's disability-related needs and are delivered in the most cost effective manner.

Through these processes, CLBC will realize savings in 2010/11 from existing services through discharges and service re-design to better meet individuals' disability-related needs. These savings are being utilized to provide required support increases to the existing population served and provide new services to eligible individuals registering for service within the year.

CLBC will continue this monitoring and review process to realize and re-distribute savings to fund the future support needs of the existing individuals we support and those newly registering with CLBC over the three years of this Service Plan.

### Provincial Services

In addition to contracted services, CLBC also operates the Provincial Assessment Centre and oversees other small centralized programs.

### Budget Assumptions

The number of individuals who are eligible and register with CLBC for services will increase by 5.1% in 2011/12, 4.8% in 2012/13 and 4.5% in 2013/14.

No provision has been made for any commitments arising from new collective agreements.

No provision has been made for other inflationary impacts on either income or expenditures.

## Capital Plan and Major Capital Projects

Capital expenditures are funded by contributions from the Ministry of Social Development. Such contributions are deferred capital contributions and are amortized to income over the life of the related asset.

Expenditures include information systems, furniture, leasehold improvements and vehicles.

In addition, government will fund CLBC's building and property requirements for projects which are approved by the Province.

CLBC will apply for such approvals in accordance with the process as determined by the provincial government.

# Additional Information

## Contact CLBC

| | |
|---|---|
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| Twitter | CLBC_connect |
| Website | www.communitylivingbc.ca/ |

## Important Links

| | |
|---|---|
| Annual Service Plan Report 2009 - 2010 | www.communitylivingbc.ca/wp-content/uploads/CLBCAnnualReport2009-2010web.pdf.pdf |
| *Community Living Authority Act* | www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_04060_01 |
| Complaints Resolution Policy | http://www.communitylivingbc.ca/policies_and_publications/documents/CLBCComplaintsResolutionpolicy.pdf |
| Glossary of Commonly Used Terms | www.communitylivingbc.ca/policies_and_publications/documents/SPGlossary.pdf |
| Ministry of Social Development | www.gov.bc.ca/hsd/ |
| Shareholder's Letter of Expectation | www.communitylivingbc.ca/about/governance/board/documents/SLE_2011.pdf |
| Strategic Plan | www.communitylivingbc.ca/policies_and_publications/documents/CLBCStrategicPlan.pdf |